Alberta Government

The Building Alberta Plan

Budget 2014

2014–17 Government of Alberta
STRATEGIC PLAN: BUILDING ALBERTA

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MESSAGE FROM THE PREMIER

The Building Alberta Plan is our government's vision to build an even stronger, safer and more prosperous Alberta by investing in families and communities; living within our means and opening new markets for our products.

We have made real progress implementing the plan. Government has held the line on spending, while meeting the challenges of growth head-on and developing new markets that offer fairer prices for our products and grow our economy so we can afford to pay for the programs and services that benefit Albertans.

We must, and will, continue to do this vital work, even as we rebuild in the wake of the worst natural disaster in Alberta's history, the unprecedented and catastrophic flooding from which many communities are still recovering.

This strategic plan lays out the next phase of the Building Alberta Plan. It includes the steps our government will take to:

- ensure Alberta has the skilled workforce and training opportunities we need to keep growing our economy;
- build an innovative and diversified economy to ensure our province is well-positioned for the future;
- balance Alberta's budget through a results-based budgeting process that challenges every dollar government spends;
- strengthen front-line health care and drive down wait times by establishing additional family care clinics;
- move forward with the next wave of new and expanded schools in our fastest-growing communities to keep class sizes low;
- continue a determined and focused rebuilding effort in communities affected by the June 2013 floods, including large community mitigation projects to protect Albertans;
- take action to make our streets and communities safer, with a focus on new approaches to fight bullying and crime;
- keep electricity rates affordable for Alberta families and build on Alberta's success in developing renewable energy; and
- keep opening new markets for Alberta's resources and products.

I'm very excited about the work our government is doing to build Alberta for the four million people who call our province home today, and the million more we'll welcome over the next 10 years. This strategic plan is our way forward, to keep building Alberta for all Albertans.

GOVERNMENT'S FOCUSED AGENDA

The government's plan focuses on three main themes:

- ***Investing in families and communities*** is at the core of the Building Alberta Plan, because the province's future will be shaped by the people who call Alberta home.
- ***Securing Alberta's economic future*** and living within our means by challenging every dollar government spends, investing wisely and saving for the future.
- ***Advancing world-leading resource stewardship*** and opening new markets for Alberta's resources.

Within these themes, a Focused Agenda has been identified where special attention, discipline and effort from government are required to drive meaningful change and results. These critical areas of focus are:

- public safety and resilient communities;
- early childhood development;
- primary health care;
- education and entrepreneurship;
- rebalancing the fiscal framework;
- an integrated resource management system; and
- expanded market access for Alberta products.

These are the seven focused agenda items that are driving transformational change and building the Alberta of tomorrow.

PUBLIC SAFETY AND RESILIENT COMMUNITIES

The 2013 Alberta floods and 2011 Slave Lake fires were unprecedented events at a national level. Alberta's government, communities and Albertans themselves rose to these challenges with exceptional response and recovery efforts. Building on lessons learned from those events provides government with the opportunity to develop and implement a world class public safety system that anticipates natural and manmade disasters and acts to lessen the impact and recovery costs.

Public Safety and Resilient Communities is about continuously improving the current emergency management system. It is about having the capacity in place to actively anticipate, scan for, assess, communicate and mitigate disasters before they occur and support recovery after a disaster occurs. Alberta's government will work with community partners, including local governments, industry and the public, to build resilience in our communities so Albertans are prepared to respond and recover when a disaster occurs. This means that individuals and families can return to their normal lives and government operations experience limited disruptions.

Efforts will be focused to ensure:

- Disaster mitigation, priority setting and decision-making are proactive, informed and integrated into community planning and management with clearly defined roles and responsibilities for governments, communities and response organizations.
- Alberta communities, families and individuals are more aware of the importance of emergency preparedness, are more resilient during disasters and recover faster.
- Response systems with the necessary capacity are in place that can be immediately activated in response to a disaster.
- Municipalities, stakeholders and government can smoothly transition into recovery after a disaster and are well prepared for longer-term recovery efforts when needed.
- Alberta remains a safe place to invest in.

To achieve success, government will:

- Enhance information gathering that supports risk identification and assessment.
- Work with non-governmental organizations and other stakeholders, including the private sector, to increase public engagement, education, and outreach activities focused on disaster mitigation.
- Provide guidance and support to communities to proactively develop local hazard identification and risk management frameworks that band communities together.
- Build capacity in local governments and create a system that can be activated without significant impact on government's regular business and operations.
- Build stronger infrastructure that ensures Albertans' quality of life now, and in the future.
- Support investment attraction from national and international partners by building an internationally recognized system for responding, remediating and recovering from disaster.

Success will be measured by:

- Increased intelligence, hazard identification and prioritization for improved risk management.
- Strong communication systems during non-disaster periods as well as during and post-event.
- More staff (provincially and locally) that are trained and prepared.
- Seamless and timely transition after first response and decreased 'down time' for communities.
- Decreased costs associated with responding to, and recovering from, disasters.

EARLY CHILDHOOD DEVELOPMENT

The Alberta government will work with families and community partners to support the well-being, safety, security, education and health of all children in Alberta. Every child in Alberta deserves to have the best possible start in life, with every opportunity to reach their full potential. Their future health and success in school, work and relationships depend on it. Investing in the success of Alberta's youngest citizens contributes to the collective well-being of the province now and in the future.

The foundation for strong and healthy children starts even before they are born. All children need a healthy start, nurturing relationships and safe, supportive environments to grow, learn and thrive. Child poverty, homelessness, family violence and abuse cause some children to be more vulnerable than others. Supports need to be targeted to fit the unique challenges and diversity of Alberta families so all children can succeed.

This means bringing Albertans together to identify local solutions and supports in order to create a more integrated system, including evidence-informed prevention and early intervention services that will support the healthy development of all children and respond to the very real risks for those who are vulnerable.

Efforts will be focused to ensure:

- Children have a healthy start.
- Children realize their full developmental potential when they enter school.
- Parents provide nurturing and stable environments for their young children.
- Children learn, grow and thrive in safe and supportive communities.

To achieve success, government will:

- Improve maternal, infant and child health by supporting healthy pregnancies, improving breastfeeding rates, optimizing maternal mental health, reducing the number of children with Fetal Alcohol Spectrum Disorder and increasing access to early screening and follow up to support a child's development.
- Provide Alberta parents with access to leading-edge early years information and practical tools that help support their child's development.
- Assist families experiencing periods of vulnerability in order to provide healthy, safe, and nurturing experiences and environments for their children.
- Develop a "made in Alberta" early years approach to provide parents with responsive early learning and care options that optimize their child's developmental potential and help lay the foundation for future success.
- Support communities to develop a cohesive and accessible system of neighbourhood supports where families can get the right supports at the times they need it most.

Success will be measured by:

- More women experiencing healthy pregnancies.
- More children realizing their developmental potential in the first years of life.
- More Alberta parents who are confident in their parenting role and how their child is developing.
- More communities working together to increase access to the right services, at the right time to meet the needs of families.

PRIMARY HEALTH CARE

Primary health care is the first point of contact with the health care system, but extends beyond caring for people when they are sick. It also encompasses prevention, screening and connections with organizations that influence one's health, such as schools, housing, and parenting supports. Primary health care also connects to other parts of the health system, such as acute care and specialist services, so that people are supported in meeting all their health care needs.

In recent years, primary care networks have been the main model of primary health care delivery in Alberta. Primary care networks provide access to physicians and other health providers such as nurses, dieticians, pharmacists and mental health workers. They were established to provide better access, greater health promotion and chronic disease management, improved care coordination, and increased use of interdisciplinary teams. Primary care networks continue to evolve to meet primary health care objectives.

Alberta is also opening a new "front door" to the health system with the establishment of family care clinics. Family care clinics provide primary health care services through interdisciplinary teams that may also include nurse practitioners, registered nurses, social workers, psychologists, and others. Each family care clinic is designed to meet the needs of its community. They also have extended hours, so fewer people have to rely on emergency room visits for after-hours care.

The development of family care clinics and the evolution of primary care networks are two important components of ensuring that Albertans can have a home in the health care system, where they can develop relationships with providers who know them and are dedicated to helping them become and stay healthy.

Efforts will be focused to ensure:

- Albertans are as healthy as they can be, have better health overall, and report positive experiences with primary health care.
- Albertans have timely access to a primary health care team.
- Clinical and social supports are brought together to promote wellness, provide quality care based on proven courses of action, and effectively manage chronic disease.
- Albertans are involved in their care and have the supports needed to improve and manage their health.

To achieve success, government will:

- Develop and implement a Primary Health Care Strategy and Action Plan.
- Establish family care clinics across Alberta.
- Continue to evolve primary care networks.
- Implement an evaluation framework to ensure health programs and services are meeting the needs of Albertans.

Success will be measured by:

- An increase in the percentage of Albertans with access to the primary health care system.
- Increased access to a primary health care team.
- Increased interdisciplinary collaborative practice in primary health care.
- Earlier detection of health risks and diseases.
- More supports for Albertans to improve and manage their health.
- Increased patient and health care provider satisfaction with primary health care delivery and services.

EDUCATION AND ENTREPRENEURSHIP

Building Alberta is about protecting what Alberta has already achieved while building an even better quality of life for Albertans in the future. Alberta's economy has prospered because of its economic advantages, robust natural resource industries, strong education system, competitive business environment, skilled and productive labour force and entrepreneurial business sector. To set the stage for a stronger, more prosperous Alberta that can adapt to an ever-changing global economy, Alberta must be able to compete on a global scale for people, resources, investment, and markets.

People are the drivers of innovation. Success requires the right people with the right skills. Post-secondary institutions are working hard to attract and graduate students with the knowledge and skills that they need to excel in the economy of today and tomorrow. Albertans must be able to create the futures they see for themselves. Success means that Alberta remains a place where innovation, business excellence and opportunity result in investment, a broader economic base, and prosperity.

Albertans must work together. Success requires strategic relationships between government, post-secondary institutions, the research and commercialization system and the province's entrepreneurial business and financial sectors. Government is working to strengthen and focus these relationships by setting common strategic outcomes that are aligned with key current and emerging priorities which will help to ensure that ideas and discoveries are transformed into new products, services and processes.

Efforts will be focused to ensure:

- Albertans' knowledge/skills are cultivated throughout their lives and Alberta has the workforce its economy requires.
- Alberta's research agenda is innovative and leads to new discoveries that are transformed into innovative "made in Alberta" commercial products, services and processes.
- Alberta's economic base is broadened and its diversity of products, services, and expertise are competitive in the local and global economies.
- Alberta's rural economy is a significant and growing part of the Building Alberta Plan through an enabling environment of business and financial supports.

To achieve success, government will:

- Encourage lifelong learning opportunities for Albertans, and foster increased coordination between the K-12 and post-secondary education systems, and between public and private post-secondary institutions.
- Bring greater strategic focus to Alberta's innovation system by implementing the Alberta institute concept with a renewed focus on policy, strategic direction and delivery mechanisms.
- Continue to develop the province's venture capital industry to enhance access to capital and expertise for Alberta businesses.
- Provide leadership to Alberta's economic developers in urban and rural centres by establishing common priorities, principles and outcomes and investing in strategic infrastructure, leadership and entrepreneurial capacity.
- Improve policies and services so Alberta's small/medium-sized businesses grow and excel in local and global markets.

Success will be measured by:

- Higher levels of educational attainment.
- More business start-ups and innovative ventures and increased investment in key strategic sectors.
- Increased development, sale and export of new products and services by Alberta-based firms.

REBALANCED FISCAL FRAMEWORK

The Alberta government undertook extensive consultations on the rules government places on itself for spending, saving and managing its budget – its fiscal framework. Government listened to Albertans and *Budget 2014* builds on the changes made in 2013 and what government has heard about the priorities for savings.

Albertans told government that it is important to balance short-term savings, which smooth out volatile revenues, and long-term savings, like the Heritage Fund, to support continued prosperity for the people of the province. Albertans have also told government that a portion of the savings should be used to fund strategic priorities. Further, Albertans agreed that it makes sense to borrow for big infrastructure projects (like taking out a mortgage on a home) instead of paying all the costs up-front.

The rebalanced fiscal framework, updated with the legislative changes in the *Savings Management Act,* will strengthen government's ability to smooth out the impacts of economic cycles on provincial programs, ensure the long-term viability of core programs and economic supports, and to enhance innovative opportunities in the province. Budget documents and quarterly updates reflect these changes and provide Albertans with information to support a greater understanding of the connection between economic growth in the province and the government's fiscal situation.

Efforts will be focused to ensure:

- The province's stabilization fund, the Contingency Account, is brought up to at least $5 billion in order to effectively manage short-term revenue volatility.
- Non-renewable resource revenues support both current and future needs.
- A clear delineation is made between spending for operating and for capital, reflecting the long-term benefits that come with capital.
- Savings in the Heritage Fund are used to support innovation in the social, cultural and agricultural sectors.

To achieve success, government will:

- Continue with the allocation policy for non-renewable resource revenues.
- Continue with the savings policies for both short-term fiscal stabilization and long-term income replacement.
- Supplement rules on balanced budgets and overall government expenditure growth with results-based budgeting.
- Establish endowments accounts within the Alberta Heritage Savings Trust Fund to support innovation and diversification.
- Be fiscally responsible and take advantage of government's AAA credit rating to finance capital spending.

Success will be measured by:

- A lower proportion of Alberta's non-renewable resource revenues required to support the province's annual operating budget.
- An increase in Alberta's net assets.
- A capital plan that supports the priorities of Alberta and is fiscally responsible.
- Continued AAA credit rating for the province.
- Increased understanding and support among Albertans for the province's fiscal and savings policies.

AN INTEGRATED RESOURCE MANAGEMENT SYSTEM

Albertans are proud of their natural resources. A source of jobs and economic development, Alberta's agricultural, energy, and forestry resources drive prosperity in the province and sustain Albertans' high quality of life. Alberta's resources must be developed responsibly and sustainably, taking into account not only economic outcomes, but also the long-term social and environmental outcomes Albertans want.

The Integrated Resource Management System is the means by which Alberta will achieve this sustainable development while realizing the social, economic and environmental outcomes Albertans expect from their natural resources. Many of the elements of the system are already in place. Regional land-use plans, for instance, are being established across Alberta's seven regions, ensuring Albertans are consulted on all land uses within a region (agriculture, forestry, energy development, recreation and conservation) and have a voice in setting longer-term outcomes. Alberta has created an Aboriginal Consultation Office that will provide leadership and expertise to Crown and proponent-led consultation. In addition, the newly established Property Rights Advocate will support land owner interests.

In addition, a unified regulatory body for upstream oil and gas, oil sands and coal has been established to improve the delivery of Alberta's regulatory framework and to enable clearer processes for landowners to participate in regulatory processes. These developments, and others, will be further complemented by the creation of a more robust environmental monitoring, evaluation and reporting system overseen by a newly established arms-length agency, the Alberta Environmental Monitoring, Evaluation and Reporting Agency.

Integrated resource management is about doing things right today, and tomorrow. It is about developing the province's resources responsibly and sustainably to provide optimal benefits to Albertans, while protecting the province's environment.

Efforts will be focused to ensure:

- Parameters for land-use are clear and meet the unique needs of Alberta's regions.
- Alberta has a clear, integrated, effective and efficient regulatory system.
- Alberta has a comprehensive, science-based environmental monitoring system that provides transparent, trusted and publicly accessible data.
- Albertans' property rights are respected.

To achieve success, government will:

- Develop regional plans that outline social, economic and environmental outcomes for Alberta's land-use regions.
- Develop a world-class, open environmental monitoring and information system.
- Work with the Alberta Energy Regulator to ensure responsible energy development in Alberta is effectively and efficiently regulated.

Success will be measured by:

- Projects reviewed in a cumulative context using management frameworks and strategic regional assessments.
- Effective and efficient regulatory review processes for projects such as in situ projects in oil sands regions in the context of regional, cumulative outcomes.
- Transparent information showing environmental monitoring results and outcomes achieved will be made available to all Albertans.

MARKET ACCESS

Alberta is an exporting province known for its energy, agri-food and forestry sectors. Traditionally, Alberta has relied on North American markets, particularly the United States, to buy its products. But having only one major market puts Alberta's economy at risk. Increased energy production in the U.S. has led to reduced demand and lower prices for many of Alberta's products – especially energy. By developing and growing new markets in other parts of the world for Alberta products, services and people, Alberta could receive higher international prices for its exported goods and services. Higher prices would generate more economic opportunity and investment in Alberta, resulting in more jobs and increased revenues to support the quality of programs, services and infrastructure that Albertans want.

To fully realize this potential, government must address the barriers that are keeping the province from reaching new markets. In some cases, these barriers are physical, such as a lack of infrastructure (including pipeline, rail and port capacity) to get products to market. In other cases, the barriers are a result of misconceptions about Alberta's products and practices. For Alberta's products to be welcomed in global markets, they need to be recognized as being produced responsibly, respecting the environment and reducing the social impact that sometimes comes with economic development.

Albertans know that with having a wealth of resources comes the responsibility to be good stewards of those resources. Alberta has the potential to be a leader in clean and green energy, energy knowledge, conservation and innovation. Improved market access for Alberta's products and resources will create new opportunities for growth as we continue to build a responsible, sustainable future for all Albertans.

Efforts will be focused to ensure:

- Over the next five years, Alberta expands its export market beyond North America.
- Over the next seven years, Alberta businesses and government have removed barriers to international markets by working together.
- Over the next ten years, Alberta has expanded market access that captures international market prices for the province's exported goods and services.

To achieve success, government will:

- Expand Alberta's multi-lateral and bi-lateral partnerships and strategies, such as the Canadian Energy Strategy, the Expanded International Offices Network and agreements with priority international partners.
- Negotiate, implement and manage trade agreements to promote the free flow of goods, services, people and investment, both within Canada and internationally.
- Conduct an oil market diversification campaign to tackle the most urgent challenges to market access and diversification for crude oil, inside and outside North America.
- Fully implement an integrated resource management system demonstrating a commitment to responsible resource development.

Success will be measured by:

- Increased volume of Alberta resource exports outside North America.
- Public confidence that Alberta's resources are developed and transported in a safe and sustainable way.

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Government's focused agenda described in the first half of the strategic plan is intended to respond to the short-term challenges facing Alberta today, including pressures on Alberta's fiscal circumstances caused by unstable non-renewable resource revenues, while positioning Alberta for long-term success, stability and prosperity.

While these seven transformational initiatives represent the government's primary strategic focus over the life of this plan, the ongoing business of government remains critical in providing the quality programs and services that contribute to Albertans' high quality of life. They are described in the following pages under government's seven goals. Each goal has associated performance measures and indicators. Performance measures illustrate what progress is being achieved relative to desired targets, while indicators help outline the broad context relating to each goal.

GOAL 1: HONOUR ALBERTA'S COMMUNITIES

Alberta's communities are safe, prosperous, welcoming, culturally diverse and desirable places to live or destinations to visit.

Albertans are proud of their communities; the places they call home and show their strength in the face of challenge. Communities are where life happens. They define Alberta, and over the next decade Alberta will welcome another million people.

Alberta's government is committed to supporting municipalities, both urban and rural, to ensure Albertans continue to be proud of where they live. Whether someone is taking in a world class theatrical experience, participating in an arts activity, learning about local history or being active in recreation and sport, these activities and Alberta's natural landscapes are also what draw visitors to enjoy all that Alberta has to offer.

Government recognizes the importance of the education system in supporting strong communities and societies. Throughout Alberta, schools serve not only as the venue for basic education, they also bring communities together for physical activity, celebration and civic engagement.

Government is also committed to supporting municipal infrastructure and fostering resilient communities that have effective disaster mitigation, preparedness and response systems that minimize disruption and quickly return communities to 'business as usual' and stronger than before.

To clarify and strengthen the provincial-municipal partnership, Alberta's government will establish a Premier's Council on a New Provincial-Municipal Partnership. Moving forward, government will improve services to Albertans where they live through the establishment of family and community engagement councils that will work to co-create integrated solutions to social policy challenges involving a range of community partners such as Health Advisory Councils, school boards, and Family and Community Support Services.

Government has invited others across the country and around the world to experience Alberta and its rich offerings, and developed and launched a new *Alberta Tourism Framework* to guide a common vision, goal and priorities, and grow Alberta as a tourism destination. It will develop a Culture Plan to promote sustainability and long-term growth of the culture sector. Further, government will continue to honour Alberta's communities by working collaboratively with the physical activity sector to increase the levels of physical activity within Alberta workplaces and in Alberta communities during the after school time period.

Measuring Performance on Goal 1: Honour Alberta's Communities

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2014-15	Target 2015-16	Target 2016-17
Volunteerism					
Percentage of adult Albertans who volunteered with organizations in their community	70.4%	2012-13	71.0%	71.0%	72.0%
Participation in the Arts					
Percentage of adult Albertans who attended arts activities or events	84.8%	2012-13	85.0%	85.0%	86.0%
Participation in Recreational Activities and Sport					
Percentage of adult Albertans who participated in recreational activities and sport	81.6%	2012-13	85.0%	86.0%	87.0%
Tourism Expenditures*					
Total tourism expenditures in Alberta ($ billions)	$7.8	2011	$8.6	$8.8	$9.0

*The most recent tourism expenditure data available from Statistics Canada for Alberta is 2011.

Setting the Context for Goal 1: Honour Alberta's Communities

INDICATORS	2008	2009	2010	2011	2012
Crime Rates					
Violent Crime Rates (per 100,000 population)					
Alberta	1,541	1,513	1,476	1,405	1,382
Canada	1,331	1,318	1,287	1,231	1,190
Property Crime Rates (per 100,000 population)					
Alberta	5,711	5,336	4,908	4,371	4,294
Canada	4,249	4,110	3,824	3,520	3,414

GOAL 2: SUPPORT VULNERABLE ALBERTANS

Vulnerable Albertans are safe, and have opportunities to contribute to and benefit from Alberta's economic, social and cultural life.

A successful Alberta is one in which every Albertan is empowered to be part of the province's ample economic, social and cultural opportunities. It means ensuring that all Albertans, from children and senior citizens, to those living with disabilities, Aboriginal Albertans and newcomers to the province, have the right supports so they can enjoy the opportunities Alberta provides. It also means ensuring that Alberta's workplaces are fair, safe, healthy and inclusive.

Alberta's government is committed to working together with community partners to ensure our streets and communities are safe, with a new focus on approaches to fight bullying and crime. It will also work to ensure vulnerable Albertans are protected and supported in times of need, and that they are provided with appropriate assistance to help them respond to the challenges they face and achieve their highest level of independence with confidence and dignity.

Over the past two years, government has made significant strides toward supporting vulnerable Albertans. Communities, service delivery agencies and Albertans from all over the province were invited to help shape and develop a Social Policy Framework to guide future planning and decision-making regarding social policy and related social innovations in Alberta. Government has also implemented an information sharing strategy that allows front-line support staff to share information to support the best service possible for Albertans. Further, government has worked to raise Albertans' awareness of Fetal Alcohol Spectrum Disorder and the related supports and services available, and to provide Aboriginal Albertans with more opportunities and supports to transition from rural to urban centres, if they choose to do so.

Since 2008, Alberta has substantially reduced homelessness in Alberta's major centres through the implementation of *A Plan for Alberta – Ending Homelessness in 10 Years*. While work on this front will continue, government will also begin to focus efforts with partners toward eliminating child poverty in Alberta over the next five years, and reducing overall poverty in 10 years. Further, government will continue to implement *Addressing Elder Abuse in Alberta* focusing efforts on awareness, prevention and supporting communities and stakeholders.

Measuring Performance on Goal 2: Support Vulnerable Albertans

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2014-15	Target 2015-16	Target 2016-17
Support for Albertans with Low Incomes Who Need Temporary Help					
Percentage of participants employed after leaving income support	59%	2012-13	65%	67%	68%
Family Enhancement and Child Protection Services					
Percentage of children and youth who received child intervention (family enhancement or protective) services and did not require protective services within 12 months of file closure	89%	2012-13	90%	90%	90%
Skills Training and Development					
Percentage of clients reporting they are either employed or in further education or training after leaving a skills training program	74%	2012-13	75%	76%	77%
Aboriginal Employment					
Difference between the unemployment rate of Aboriginal Albertans living off reserve and other Albertans	7.2 percentage points	2012	5.5 percentage points or less	5.0 percentage points or less	4.5 percentage points or less

Setting the Context for Goal 2: Support Vulnerable Albertans

INDICATORS	
Employment Status of Albertans with Disabilities	**2011**
Percentage of persons with disabilities employed	56.5%
Percentage of persons without disabilities employed	72.7%

GOAL 3: HEALTHY ALBERTANS

Alberta's health care system gives Albertans the supports they need to lead healthy lives.

A high quality, sustainable and efficient health system is paramount to Alberta's success. Albertans expect their health system to be focused on patients – it should empower people to take more responsibility for their own health and give them a greater say in their treatment options and supports. Albertans also want more ways to access the health system, and they want health care to be easily available in different ways at different stages of their lives.

Alberta's government will provide more tools and supports so Albertans can be healthy and take charge of their health. It will strengthen emergency health services and front-line health care and drive down wait times by establishing additional family care clinics. Government is committed to improving the primary health care system to ensure the supports that Albertans need and want are easily accessible. Supporting activities and initiatives that prevent, detect and manage chronic diseases and prevent injury will improve the quality of life of Albertans. At the same time, the province will also partner with providers and communities to provide additional continuing care services, including community-based hospice/palliative care, to ensure that Albertans are able to live in the right place with the right supports, close to family and friends.

Over the past two years, government has implemented a number of new measures to support healthy Albertans. These include Health for All: Wellness for Life, a long-term plan to promote wellness and disease prevention, and a strong foundation for public health including strategies to reduce mental illness and addictions and to ensure healthy weights for children and youth. Alberta's government has introduced a 'fast-track emergency room model' to direct, screen and treat emergency room patients faster, supported cost-free access to insulin pumps for eligible Albertans with Type 1 diabetes, and established family care clinics in Edmonton, Calgary and Slave Lake, with additional sites under development across the province.

Further, government has expanded Albertans' access to pharmacists as front-line health care professionals for medication, chronic disease assessment and management support to improve health outcomes and sustainability in the health care system.

Alberta's government continues to support healthy Albertans by encouraging schools to adopt a comprehensive school health approach to increase levels of physical activity, healthy eating and positive mental health. It will also work to enhance and expand the use of electronic health records and refresh government-sponsored drug and health benefits programs to improve health and social outcomes.

Measuring Performance on Goal 3: Healthy Albertans

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2014-15	Target 2015-16	Target 2016-17
Satisfaction with Health Care Services Received					
Percentage of Albertans satisfied or very satisfied with health care services personally received in Alberta within the last year	63%	2012-13	70%	70%	70%
Healthy Alberta Risk Trend Index (HARTI)*					
Average number of health risk factors per person aged 20–64 years	2.22	2012	2.05	1.99	1.93

* The HARTI is calculated using six self-reported indicators of health behaviours known to be risk factors for health, including life stress, body mass index, fruit and vegetable consumption, physical activity, smoking status, and binge drinking.

Setting the Context for Goal 3: Healthy Albertans

INDICATORS					
Potential Years of Life Lost	**2005-07**	**2006-08**	**2007-09**	**2008-10**	**2009-11**
Age-standardized potential years of life lost, per 100,000 population, 0–74 years, all causes	5,144	5,053	4,936	4,741	4,510
Avoidable Mortality Rates	**2005-07**	**2006-08**	**2007-09**	**2008-10**	**2009-11**
Age-standarized avoidable mortality rates, per 100,000 population, by selected causes of death					
Cancer	160.1	157.6	155.8	151.1	145.9
Injuries	51.0	50.3	49.1	47.7	45.2
Circulatory diseases	174.3	168.0	162.9	157.9	151.1
Life Expectancy at Birth	**2008**	**2009**	**2010**	**2011**	**2012**
Males and females (years)	80.58	81.09	81.63	81.86	81.98
Access to Primary Care through Primary Care Networks	**2008-09**	**2009-10**	**2010-11**	**2011-12**	**2012-13**
Percentage of Albertans enrolled in a primary care network	55%	60%	67%	72%	74%

GOAL 4: INVEST IN LEARNING

Alberta's economy is knowledge-inspired, innovative and diversified, its workforce has the right skills and resiliency to fully participate in a dynamic economy; and its education system is sustainable and meets the lifelong learning needs of Albertans as well as the needs of the province.

Innovation, learning and skills are the foundations for success in today's increasingly knowledge-intensive economy. Every Albertan should have the opportunity to benefit from a quality education, from kindergarten to the highest levels of post-secondary education. It is important that all Alberta students, regardless of geographical area or situation, are given the opportunity to expand their education and reach their full potential. To this end, government will engage learners underrepresented in the advanced learning system, including rural and Aboriginal Albertans, and will work to enhance learner pathways to ease the movement of learners into and through the advanced learning system.

Alberta's government is taking a number of steps to invest in Alberta's K-12 learning system. It has introduced the *Education Act* to meet the needs of 21st century students and implementing the Inspiring Education vision to improve student learning experiences through initiatives such as increased dual credit opportunities for students and a new provincial assessment model for kindergarten to grade nine. Government also continues to invest in Alberta's advanced learning system to make sure it has the infrastructure to support it, now and in the future, through providing capital funding directly for Alberta's post-secondary institutions and expanded high-speed internet access to rural Alberta.

Alberta relies on a talented and skilled workforce, both 'home grown' and those attracted to Alberta from other parts of Canada and abroad. Recent government action to address Alberta's labour challenges and building a skilled workforce includes the development of a new Alberta immigration approach, including a highly targeted domestic and international labour market strategy. Government will continue its efforts to ensure Alberta's workforce is adaptable, and that it has the right learning and training opportunities to support Albertans in their ongoing resiliency in, and attachment to, the labour market. Alberta's government established a singular ministry dedicated entirely to jobs, skills and training. This renewed focus will see government work with employers, industry associations, organized labour, and other governments to help ensure that Alberta's workforce has the right skills and resiliency to fully participate in a dynamic economy.

Alberta also relies on knowledge workers and entrepreneurs. Alberta will focus special attention on building an innovative and diversified economy and strengthen relationships between government, post-secondary institutions, the research system and the business sector to build Alberta's knowledge-inspired economy to ensure Alberta is well-positioned for the future. Part of this will be to develop a framework for natural resources innovation that will provide leadership to Alberta's research and innovation system, enhance environmental sustainability and enhance Alberta's competitiveness in the global economy. Another important element is attracting those from other provinces and countries to participate in building Alberta's research excellence. By exposing students to researchers and their ideas through international connections, Alberta is investing in the leaders of tomorrow while making the link to tomorrow's jobs and opportunities, creating solutions to global challenges and ensuring a high quality of life for Albertans.

Measuring Performance on Goal 4: Invest in Learning

PERFORMANCE MEASURES	Last Actual Results	Year	Target 2014-15	Target 2015-16	Target 2016-17
High School Completion *	80.8%	2011-12	82.0%	82.5%	83.0%
* High school completion rate of students within five years of entering grade 10					
Post-secondary Transition *	59.5%	2011-12	61.0%	61.5%	61.7%
* Percentage of students entering post-secondary programs (including apprenticeship) within six years of entering grade 10					
Literacy and Numeracy *					
Language Arts	76.7%	2012-13	80.6%	80.9%	81.0%
Mathematics	66.5%	2012-13	67.0%	67.1%	67.2%
* Percentage of students in grade 9 who achieve the acceptable standard on Provincial Achievement Tests					
Sponsored Research Revenue *	$759.6	2011-12	$684	$684	$684
* Sponsored research revenue attracted by Alberta's comprehensive academic and research institutions ($ millions) [a]					
[a] Targets are lower than the last actual due to the increasingly competitive research funding environment, given the stability of dedicated research agencies competing with comprehensive academic and research institutions and a constrained fiscal environment in the government and other sectors.					
Labour Force Participation Rate					
Inter-provincial rank of Alberta labour force participation rate	highest (73.4%)	2012	highest	highest	highest

Setting the Context for Goal 4: Invest in Learning

INDICATORS					
Educational Attainment of Albertans					
High School Completion (age 25–34)	**2009**	**2010**	**2011**	**2012**	**2013**
Alberta	91.0%	90.7%	90.9%	91.2%	92.3%
Canada	92.0%	92.2%	92.5%	92.2%	92.5%
Post-seconday completion (age 25–64)	**2009**	**2010**	**2011**	**2012**	**2013**
Alberta	61%	62%	61%	62%	62%
Canada	61%	63%	63%	64%	64%
Programme for International Student Assessment (PISA) of Reading Literacy (15 years old)	**2000**	**2003**	**2006**	**2009**	**2012**
Alberta	550	543	535	533	525
Canada	534	528	527	524	523
OECD Average	500*	494	492	496	496
* Three Organization for Economic Co-operation and Development (OECD) countries (The Netherlands, the Slovak Republic and Turkey) were not included in the PISA 2000 assessment.					
Programme for International Student Assessment (PISA) of International Mathematical Literacy (15 years old)	**2003**	**2006**	**2009**	**2012**	
Alberta	549	530	529	517	
Canada	532	527	527	518	
OECD Average	500	498	496	494	
Educational Attainment of Aboriginal Albertans (age 25–64)	**2009**	**2010**	**2011**	**2012**	**2013**
Post-secondary completion	46%	46%	48%	51%	48%
Alberta Business Expenditures on Research and Development	**2007**	**2008**	**2009**	**2010**	**2011**
Research and development ($ millions)	$1,464	$1,654	$1,610	$1,550	$1,363

GOAL 5: LIVING WITHIN OUR MEANS

Alberta has a strong fiscal future, well-managed finances, wise provincial program and infrastructure spending, and intelligent savings and investment policies.

Alberta's economy remains one of the strongest in the country. Over the past two years however, the province faced significant fiscal hurdles, and in the wake of those challenges, government committed to "living within our means". This means that government will maintain Alberta's competitive low tax policy in order to attract new companies and investment while at the same time investing wisely in the programs, services and infrastructure to support a growing economy and maintain Alberta's high quality of life.

Government is also committed to saving for the future. Alberta is the only province in Canada with a long-term multi-billion dollar savings account. For the first time in 25 years, government has a plan to grow Alberta's savings, which include the Heritage Fund, to $26 billion in the next three years to help guarantee the province's financial security.

The Government of Alberta is also transforming the way it delivers services to Albertans and examining every dollar it spends with a focus on sustainability – balancing revenue and public spending and ensuring government expenditures are getting the best results for Albertans. Alberta has introduced results-based budgeting, where all of government's operations and programs are being reviewed, including those delivered through agencies, boards and commissions, to ensure programs and services are achieving the results that Albertans expect, in the most efficient and effective way. Government is leading by example by holding firm on multi-year wage freezes for public sector employees, including teachers, doctors and government managers. The Government of Alberta will not only continue to spend wisely on Albertans' priorities, but it will also operate in an open and transparent fashion and transform the way Albertans can access information and services and engage with their government.

Government has consulted extensively with Albertans on its savings and capital financing policies and approach to budgeting, and incorporated what was heard during these consultations in both *Budget 2013* and *Budget 2014*. It has also amended transparency legislation to provide government information and data to citizens in a way that enhances service delivery and facilitates meaningful citizen engagement. Government will continue to engage Albertans on setting budget priorities and seek their views on the Alberta economy. At the same time, government is investing in critical infrastructure that Alberta needs, such as committing funding to twin Highway 63 between Grassland and Fort McMurray to improve safety and accommodate economic activity; and, to build new and modernize existing schools across Alberta.

Our continued efforts to improve outcomes for Albertans through a public service that is empowered, responsive, lean and less hierarchical will also serve as a major cornerstone of the government's accountability and transformation agenda. This will also ensure staff are optimally engaged and employed at all levels and able to reach their full potential.

Alberta's government will also continue to save for the future and invest wisely. One such investment is in our transportation infrastructure. Alberta's government will develop a multi-modal provincial transportation strategy to support competitiveness, sustainability, and the timely completion of major projects such as the Calgary and Edmonton Ring Roads.

Measuring Performance on Goal 5: Living Within Our Means

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2014-15	Target 2015-16	Target 2016-17
Credit Rating					
Blended credit rating for domestic debt	AAA	2012-13	AAA	AAA	AAA

Setting the Context for Goal 5: Living Within Our Means

INDICATORS				
Alberta's Assets	**2009-10**	**2010-11**	**2011-12**	**2012-13**
Alberta's net assets ($ millions)				
Net assets on fiscal plan basis	$50,549	$47,089	$47,070	$44,228
Net assets on consolidated financial statement basis	$61,534	$59,260	$59,113	$53,972
Economic Diversity	**1985**			**2012**
Percentage of Gross Domestic Product by top three sectors				
Energy	36.1%	Energy		23.3%
Finance and Real Estate	11.0%	Finance and Real Estate		13.6%
Retail and Wholesale	8.1%	Business and Commerical Services		10.9%
Index of Economic Well-Being (Standard of Living)*	**2009**	**2010**	**2011**	**2012**
Alberta's ranking among the provinces	1st	1st	1st	1st
Alberta's rate	0.692	0.744	0.757	0.758
Canada's rate	0.543	0.556	0.562	0.569

* The rating indicates Alberta's and Canada's position on an indexed scale derived from weighting four variables of economic well-being: consumption, wealth, equality and security.

GOAL 6: INNOVATIVE AND RESPONSIBLE RESOURCE DEVELOPMENT

Alberta's resources are developed using innovative and responsible solutions that protect Alberta's environment and provide a healthy Alberta for future generations.

Alberta's natural resources are a source of jobs, economic development, and prosperity that help build this province. Alberta's population reached more than four million people as of July 1, 2013, and in the next decade it is expected to grow by another million. With this growth comes increased demand for development, services, energy, land and natural resources. The Government of Alberta acknowledges the importance of all the province's natural resources including parks, forests and agricultural resources and will continue to integrate activities that benefit Albertans. It will also continue to work with industry and other partners to develop all our natural resources, such as the oil sands resource, responsibly, while constantly improving our regulatory frameworks, environmental monitoring, sharing of data and information and investing in more efficient technology to further reduce the impact of development.

Alberta's government is committed to balancing the competing demands of growth and sustainability while considering the cumulative social, economic and environmental impacts of development. It is also committed to establishing and reaching key environmental outcomes and will share its performance with Albertans and the world. Transparency, action and innovation will underscore government's actions as it moves forward to secure environmental outcomes and, at the same time, Alberta's economic future.

To date, Alberta's government has taken several important steps in support of innovative and responsible resource development. It has responded to the recommendations of the Retail Market Review Committee to refine and improve the retail electricity market to ensure there is clear information for consumers, protection for vulnerable Albertans, clear rules for the industry, robust competition and oversight of the companies who are marketing to Albertans. It has amended the *Electric Utilities Act* to ensure all future transmission line projects require complete review and approval by the Alberta Utilities Commission, not government. Further, government has also engaged with Albertans in a water conversation, and collaborated with federal partners to develop coal-fired and oil and gas regulations that support the common goal of reducing carbon dioxide emissions.

The Government of Alberta will also build on Alberta's success in developing renewable energy toward innovative and responsible resource development through implementation of an integrated resource management framework and renewing the *Climate Change Strategy* to make Alberta the national leader in energy efficiency and sustainability. It will also work with provincial and territorial partners on the Canadian Energy Strategy and develop a land reclamation framework including strategies to address abandoned energy infrastructure. Further, government will support development of alternative energy technologies, including micro-generation, while maintaining Alberta's investment competiveness and investor confidence. Finally, government will develop open-source environmental information systems.

Measuring Performance on Goal 6: Innovative and Responsible Resource Development

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2014-15	Target 2015-16	Target 2016-17
Total Greenhouse Gas Emissions					
Success in meeting the total greenhouse gas emissions growth targets measured in million tonnes of CO_2 equivalent as outlined in *Alberta's 2008 Climate Change Strategy*	242	2011	246	251	254

Setting the Context for Goal 6: Innovative and Responsible Resource Development

INDICATORS

Air Quality Index	**2010**	**2011**	**2012**
Quality of Alberta's air based on five major pollutants: carbon monoxide, nitrogen dioxide, ozone, sulphur dioxide, and fine particulate matter	93%	95%	97%
	Good air quality days.		

River Water Quality Index	**2007-08**	**2008-09**	**2009-10**	**2010-11**	**2011-12**
Water quality of six major Alberta rivers at key sites, based on monthly data on four groups of variables (metals, bacteria, nutrients and pesticides), which are averaged to provide an overall water quality rating	5 out of 6	6 out of 6	5 out of 6	5 out of 6	4 out of 6
	River systems have good to excellent water quality				

Oil Sands Mine Permanent Reclamation*	**2009**	**2010**	**2011**	**2012**
An indication of cumulative terrestrial, wetlands, and aquatics land where landform construction and contouring, clean material placement and reclamation material placement and revegetation has occurred reflective of the approved reclamation and revegetation plans	4,652 hectares (3,494 hectares terrestrial; 1,158 hectares aquatic and wetlands)	4,835 hectares (3,643 hectares terrestrial; 1,192 hectares aquatic and wetlands)	4,687 hectares (3,537 hectares terrestrial; 1,150 hectares aquatic and wetlands)	5,042 hectares (3,827 hectares terrestrial; 1,215 hectares aquatic and wetlands)

* Does not include in situ oil sands. After a period of time, permanently reclaimed land requires a reclamation certificate under the *Environmental Protection and Enhancement Act*. 104.0 hectares have been certified and returned to the Crown.

Energy Intensity	**2007**	**2008**	**2009**	**2010**	**2011**
Amount of energy used per unit of measure					
Residential sector (GJ/m^2) *	1.17	1.11	1.07	1.00	1.05
Industrial sector (MJ/$2002-GDP) **	3.2	3.2	3.8	3.9	3.9

* Gigajoules (billions of joules) per square metre of residential space.

** Megajoules (millions of joules) per unit of industrial gross domestic product expressed in constant 2002 dollars.

Alternative and Renewable Generation Capacity in Alberta	**2009**	**2010**	**2011**	**2012**
Megawatts*	5,369	5,678	5,805	6,461

* Alternative and renewable generation capacity in Alberta includes wind, hydroelectricity, biomass, and natural gas co-generation technologies.

GOAL 7: BUILD RELATIONSHIPS AND OPEN NEW MARKETS

Alberta has access to new markets and enhanced investment attraction through strengthened relationships with existing partners and the creation of relationships with new partners.

Alberta's success is driven by its global exports. As a leading supplier of oil and gas, agri-food such as beef and agricultural crops and lumber, Alberta is closely scrutinized by the national and international community. Strong relationships are vital to the province's continued prosperity and with today's complex geopolitical and economic landscape and modern global marketplace, it is important that Alberta tells its story to the world. Alberta's government is committed to increasing awareness of Alberta's responsible resource development and environmental stewardship while at the same time promoting Alberta as a secure and stable place for investment. It will nurture and forge strong relationships with other governments and expand Alberta's market reach and meet the demand for Alberta's products.

Alberta has taken a number of actions to build relationships and open new markets, including the launch of the *Alberta Abroad* Externship Program that provides talented young Albertans the opportunity to work in international organizations through short-term, work opportunities. Moving forward, Alberta's government will continue to implement *Alberta's International Strategy* with the support of a network of international offices to market the export of Alberta goods and services to target markets, and attract, retain and expand international investment in Alberta. Government will also work to expand bi-lateral and multilateral partnerships to develop cooperative approaches on issues of mutual importance with other governments, and reduce barriers to trade, labour mobility and investment.

Domestic relationships are also important. Alberta will nurture and forge strong relationships with federal and provincial governments to facilitate market access across Canada and around the world, benefitting both Albertans and all Canadians. Work is already underway. Alberta is co-leading the Canadian Energy Strategy with provincial partners to develop our resources and move them to market. Alberta is also working to strengthen the Agreement on Internal Trade, and continues important collaboration with British Columbia and Saskatchewan through the New West Partnership Trade Agreement. These agreements ensure Albertans can capitalize on opportunities across this country.

Government has a unique and strong relationship with Aboriginal communities and people and is committed to strengthening this relationship. Government continues to work to engage Alberta's Aboriginal population, ensuring they are actively consulted as part of resource development.

Measuring Performance on Goal 7: Build Relationships and Open New Markets

PERFORMANCE MEASURES	Last Actual Results	Last Actual Year	Target 2014-15	Target 2015-16	Target 2016-17
Manufacturing and Service Industry Investment					
The value of Alberta's capital investment by the manufacturing and services sector in current dollars ($ millions) (annual percentage change)	$13,473 (+26.6%)	2012	$16,537 (+6.3%)	$17,581 (+6.3%)	$18,690 (+6.3%)

Setting the Context for Goal 7: Build Relationships and Open New Markets

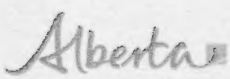
INDICATORS

Investment in Alberta*	**2008**	**2009**	**2010**	**2011**	**2012**
Dollars per capita invested					
Alberta	$24,958	$17,856	$21,793	$23,752	$25,251
Alberta's ranking among the provinces	3rd	4th	4th	4th	3rd
Canada	$10,505	$9,117	$10,201	$10,634	$11,265

* Investment is based on projections of total construction, machinery and equipment investment.

Exports by Sector and Description* ($ billions)	**2011**	**2012**
Energy	$67.3	$69.7
Non-Energy	$25.9	$26.2
Total	$93.2	$95.9
Percentage of total exports to U.S.	87%	87%
Percentage of total exports to other (non-U.S.) destinations	13%	13%

* Excludes re-exports.



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ISBN 978-1-4601-1477-3 (Print)
ISBN 978-1-4601-1478-0 (Electronic PDF)

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